



County of Los Angeles CHIEF ADMINISTRATIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-1101
<http://cao.lacounty.gov>

DAVID E. JANSSEN
Chief Administrative Officer

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May 10, 2007

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: David E. Janssen
Chief Administrative Officer

Michael J. Henry
Director of Personnel

COUNTYWIDE TEMPORARY YOUTH EMPLOYMENT PROGRAM

On March 13, 2007, your Board instructed the Chief Administrative Officer (CAO) to work in concert with the Director of Personnel to accomplish the following tasks, and report back to the Board within 60 days with findings and recommendations, including potential costs and funding sources:

- Consider the creation of up to 3,000 temporary part-time employment positions for youth between the ages of 14 and 18 during their vacation periods away from school. Such employment opportunities shall be, to the extent feasible, distributed proportionately throughout the County's 38 departments;
- Review the existing Student Worker and Student Professional Worker Programs administered by the Department of Human Resources to examine the feasibility, including a cost-benefit analysis, of expanding and enhancing the program to accommodate a greater number of participants;
- Give preference for summer youth employment with County Departments to the County's foster children, emancipated and emancipating foster youth.

The Board also instructed the CAO to work in consultation with the Directors of Personnel and Community and Senior Services and report back to the Board within 60 days on a strategy to develop and fund flexible, community based or corporate summer employment opportunities for young people.

As a result of your Board motion, below is a chart summarizing the estimated costs and number of Student Workers that the County could potentially hire as part of the Youth Employment Program (for additional details, please see Attachment I):

Youth Employment Program	Number of Student Workers	Estimated Cost (in Millions)
County Student Workers	441	\$ 1.9
Community Based Organizations	2,500	5.7 *
Career Development Interns	83	0.4
Total	3,024	\$ 8.0

* Estimated cost is net of Community and Senior Services fiscal year 2006-07 program savings of \$795,000.

BACKGROUND

The County has financially supported the employment of youth in a multi-faceted fashion. County Departments fund various student and youth positions and provide youth employment funding to specified community organizations. Over six hundred youth between the ages of 16-18 are currently employed within the County. Departments anticipate a greater number of students to be employed during the summer months. Please refer to Attachment II for existing youth programs within the County.

Analysis of Creating Additional Youth Positions

The Chief Administrative Office (CAO) and the Department of Human Resources (DHR) conducted a Countywide Summer Youth Employment Survey for County departments to complete. The survey was designed to address the potential for employment opportunities for additional student workers between 14-18 years of age, consistent with the March 13, 2007 Board Order.

The survey results indicate that County Departments could potentially employ an additional 441 students between 16-18 years of age. Please refer to Attachment III for survey results. County departmental administrators expressed concerns regarding working with youth between the ages of 14-16 due to compliance with youth labor laws,

providing appropriate supervision, and lack of staff that would be required to coordinate administrative case work activities between schools, parents/guardians and youth. County staff also cited the student's transportation challenges to the assigned job location. The County does not have a sufficient number of trained and available personnel to provide a positive work experience for these youth. As such, the Chief Administrative Office, along with the Director of Personnel, recommend that the Student Worker entry level age remain at 16 years of age.

Funding for an additional 441 student worker positions is projected at \$1,876,000. This amount would provide for a maximum of 480 work hours funded per youth for any given time period, preferably the months of June through September. However, Departments will be required to absorb any cost associated with students hired prior to July 1, 2007, due to the minimal fiscal impact as a result of hiring delays.

There are currently 17 Student Worker and Student Professional Worker exams open throughout the County with a potential to create over 1,000 eligible candidates. Youth targeted by this initiative may apply through these examinations for employment.

Listed below are a few options available to expand/enhance the existing youth programs within the County, subject to funding by your Board:

- **2007 Summer Youth Employment Program** – Utilizing Community Based Organizations (CBOs) consistent with the \$6.5 million program completed in 2006, allows the County to employ more youth during critical summer months when students are most vulnerable to adverse situations. The Summer Youth Employment Program has the ability to target 14-15 year old students as well as 16-18 year old students. CBOs have the ability to work with the younger target population (14-15 year old students) and provide oversight that the County is unable to provide at this time. County Departments are not in a position to reach your Board's goal of employing up to 3,000 youth without assistance from the CBOs. The CBOs are able to employ a large segment of youth within a short timeframe.
- **Emancipation/Independent Living Program (ILP) Services** – This program targets foster children, emancipated and emancipating foster youth and could be expanded/enhanced by providing funding to departments to hire Career Development Interns to address the Board's preference regarding foster youth.

- **Youth Enhancing Parks Program** – This Parks and Recreation program has the potential to expand if additional funding was provided to fund dedicated administrative support staff to focus on expanding and enhancing existing programs.
- **County Departments** – The County has the option of funding 441 additional student worker positions within various County departments. This option would expand the County ability to hire additional youth.

Cost/Benefit Analysis of Existing Youth Programs

- The Department of Parks and Recreation Youth Enhancing Parks Program has enhanced the County's workforce and is aligned with the County's Strategic Plan Goals of Workforce Excellence and Children and Families Well-Being.
- The Department of Parks and Recreation retains the majority of its youth that participate in the program. Several participants have been promoted and approximately 60 percent of the youth have qualified and applied for promotional exams. The program has proven to be successful and beneficial to the County and the students it serves.
- The Summer Youth Employment Program and the Emancipation/Independent Living Program provide effective opportunities for the County to address youth employment. Based on initial analysis, these programs appear to provide benefits to the participants and help further the County's strategic goals.
- As requested by your Board, staff explored private funding sources for youth employment programs. However, foundations prefer working with non-profit agencies in lieu of governmental organizations. The County encourages businesses to support local youth employment activities. The Chief Administrative Officer plans to send a letter to County vendors apprising them of the benefits of providing training and employment opportunities for County youth.

Conclusion

Based on our review, the following programs could be initiated and funded during 2007-08 Final Budget Changes if your Board desired to financially support a County Youth Employment Program for 2007:

- The total estimated cost to implement a 2007 Youth Employment Program to provide opportunities for over 3,000 youth between the ages of 14-18 is \$8,813,000. This cost would be offset by the 2006 Summer Youth Program estimated savings of \$794,000 resulting in a net cost of \$8,019,000. Please refer to Attachment I for a summary of itemized costs.
- Ongoing funding of \$2.3 million has been identified from the County's locally generated revenues as the primary source for departments to hire Career Development Interns (83 Interns - \$438,000) as well as Student Workers (441 Student Workers - \$1,876,000) for a County Youth Employment Program. The hiring of Career Development Interns will target foster children, emancipated and emancipating foster youth. Upon approval from your Board, the \$2.3 million would be appropriated in Provisional Financing Uses (PFU) Budget and distributed to Departments through a Budget Adjustment.
- Savings of \$795,000 from the 2006 Summer Youth Program have been identified and an additional \$5,705,000 of one-time funding is required in order to fund the full program cost of \$6.5 million. The CBOs would provide employment opportunities for up to 2,500 youth for the period June 2007 through September 2007. The 2007 CBO agreement would fund less youth due to the program starting one month earlier than in the previous fiscal year and as a result of the increase in the prevailing minimum wage. Should your Board approve an initiative to fund CBO youth employment agencies, the Departments of Community and Senior Services and Public Social Services will forward these agreements for your Board's approval. A recommended funding source for the one-time \$5.7 million program cost would be identified for final changes.

The Department of Human Resources would administer the County Youth Employment Program by coordinating the student worker employment eligibility list and ensuring that the list is used efficiently. County departments will be responsible for the selection and placement of students. The Chief Administrative Office will provide funding to departments once it has been determined that students have been hired and costs incurred. A transmittal letter from the Chief Administrative Office to County vendors apprising them of the benefits of providing training and employment opportunities for County youth will be forwarded at a later date.

Each Supervisor
May 10, 2007
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If you have any questions, please contact us, or your staff may contact Veronica Cox of the Chief Administrative Office at (213) 974-4366.

DEJ:DL:SK
DD:VC:kd

Attachments

c: Executive Officer, Board of Supervisors
 Department of Children and Family Services
 Department of Community and Senior Services
 Department of Parks and Recreation

Temporary Youth Employment Program.doc

ESTIMATED COST FOR COUNTYWIDE YOUTH PROGRAM STUDENT WORKERS - 16- 18 YEARS OF AGE

ATTACHMENT I

	(1)	(2)	(3)	(4)
	FY 2007-08			FY 2007-08
	Based on Department's Recommended # of Student Workers	Recommended Student Worker Program Summer 2007 CBOs	Estimated Career Development Interns Summer 2007	Estimated Cost/Number of Student Workers
Estimated Number of Available Work Hours - Maximum Hours Funded	480	480	480	
Estimated Student Worker cost per hour	\$8.86	TBD	\$10.99	
Estimated Cost per Student Worker	\$4,252.80	\$0.00	\$5,275.20	\$0.00
Estimated Number of Student Workers	441	2,500	83	3,024
Total	\$1,875,485	\$0	\$437,842	\$2,313,326
Administration/Overhead - CSS		\$1,058,000		\$1,058,000
Represent CBOs and Student Workers cost		\$5,442,000		\$5,442,000
Parks and Recreation -Youth Program Budget - 2006-07				
Total before CSS Savings	\$1,875,485	\$6,500,000	\$437,842	\$8,813,326
Less: Savings as a result of underspending in 2006 Program		(794,541)		(\$794,541)
GRAND TOTAL	\$1,875,485	\$5,705,459	\$437,842	\$8,018,785

Assumptions

- (1) The current hourly rate for a County Student Worker is \$8.86 per hour.
- (1) The estimated number of student workers was based on the Department's response to a Countywide Summer Youth Program Survey.
- (2) Recommend a maximum of \$5.7 million of one-time funding in FY 2007-08 and \$.8mil of one-time carryover funds from 2006-07 for a total of \$6.5 mil to to administer a 2007-08 Summer Youth Program through the CBOs. The number of student workers was estimate based on an increase in the hourly rate and number of work hours funded.
- (3) To address the Foster Youth, the Dept of Human Resources is requesting to hire an additional 83 Career Development Interns for emancipated youths.
- (4) The total amount needed in FY 2007-08 Budget to fund the Summer Youth Program is \$.8 million.

Notes

CBO = Community Based Organizations
CSS = Community and Senior Services

EXISTING YOUTH PROGRAMS WITHIN THE COUNTY

- **Summer Youth Employment Training Program**

The Department of Community and Senior Services (CSS) in conjunction with DPSS has provided funding to private Community Based Organizations (CBOs) to train and employ at-risk and low income youth. During the Summer of 2006, approximately 3,600 low-income and at-risk youth ages 14 to 21 benefited from the job placements: The paid work experiences ranged from 100 to 160 hours per placement. Youth were compensated at the prevailing Federal minimum wage of \$6.75 per hour. A minimum of 25 percent of the program participants were from CalWORKS households. Allocating funds to community youth job providers assists younger individuals with employment opportunities that County departments are unable to provide.

- **Emancipation/Independent Living Program (ILP) Services**

The Department of Children and Family Services (DCFS) provides emancipation services to current and former foster care youth who are between the ages of 14 and 21. Services include assessing the needs of each youth, identifying the types of skills training required, providing counseling, vocational training and career development. ILP services include housing assistance, job training and placement, mentoring and continuing education. Approximately \$490,000 in private foundation funding is available in scholarship donations for our youth transitioning from foster care. DHR works in conjunction with DCFS in job placement of these youth as Career Development Interns. The goal of this program is to introduce emancipated foster youth to different career options and to provide them with the necessary skills and training. This program also allows these youth the opportunity to compete for and attain permanent employment within the County. During 2006-07, 32 Career Development Interns were hired by Internal Services Department (7), DCFS (24) and Sheriff (1). There are 38 candidates on the current list and a new exam is scheduled for May 2007.

- **Youth Enhancing Parks Program (YEPP)**

In 2006-07, Parks received \$375,000 in General Fund contributions to implement the Youth Enhancing Parks Program (YEPP) which added 24 FTEs and 300 ordinance positions for hourly Youth Workers. These temporary hourly positions are designed for part-time seasonal work for at-risk youth during the summer months and available to youth age 14 to 24.

Additional Students Departments are willing to Hire	
Fiscal Year 2007-08	
DEPARTMENT NAME	# of Students Depts are willing to Hire
ADMINISTRATIVE OFFICER	2
ARTS COMMISSION	8
ASSESSOR	11
BEACHES AND HARBORS	10
BOARD OF SUPERVISORS	8
COASTAL NETWORK	3
COMMUNITY & SENIOR SERVICES ADMINISTRATION	20
CONSUMER AFFAIRS	2
CORONER	8
DISTRICT ATTORNEY	10
FIRE DEPARTMENT	42
HLTH SVCS-ADMINISTRATION	12
HUMAN RELATIONS COMMISSION	5
HUMAN RESOURCES	2
HUMAN RESOURCES - OFFICE OF PUBLIC SAFETY	14
INTERNAL SERVICES	4
LAC+USC HEALTHCARE NETWORK	6
MENTAL HEALTH	12
MUSEUM OF ARTS	6
PARKS & RECREATION	28
PUBLIC LIBRARY	50
PUBLIC SOCIAL SERVICES ADMINISTRATION	100
PUBLIC WORKS	8
RANCHO LOS AMIGOS NATIONAL REHABILITATION CENTER	15
REGISTRAR-RECORDER/COUNTY CLERK	5
VALLEYCARE NETWORK	50
GRAND TOTAL	441